Tactical Meeting Facilitation Playbook - Holacracy® 4.1

STEPS | **GUIDE participation** | **FRAME participation**

OPENING

OPEN
Welcome to this Tactical Meeting of the ____ Circle.
The meeting will last until ____. The next meeting is scheduled for the ____.
My name is ____ and will I'll be your facilitator today. Our Secretary (today) is ____.

FRAME MEETING for newcomers

EXPLAIN MEETING PURPOSE
Is anyone new to a Holacracy Tactical Meetings? Great! Let's have a little intro:
The Tactical Meeting is a space for the roles of the Circle to process their issues.
Unlike a usual meeting, it isn't a space to build team spirit, address inter-personal issues, or loosely discuss topics. While those things may be necessary or desired, we do them outside of the Tactical Meeting.

EXPLAIN MEETING PROCESS
Explain on cheatsheet:
- A Tactical Meeting has two distinct parts: first surfacing data, then addressing topics.
- So after a check-in round, we will review the status of regular activities, metrics, and projects.
- The second part of the meeting has for purpose to process all tensions sensed by the roles present at the meeting.
- A tension is any felt-sensed gap between the current reality and a potential future, between what is, and what could be.
- A closing round will provide us with the opportunity to shortly reflect on the meeting.

CARDS
Follow along the meeting steps thanks to the blue (Tactical) Meeting card.

FRAME FACILITATION
The Tactical process can feel rather rigid at first, but my job as Facilitator is to keep us within process boundaries; so I shall interrupt you or redirect you if you're out of process.

FRAME Q&R
If you have a question about the process, just ask for a "timeout" and share your question.
If you have a reaction to the process, save it for the closing round.
In the timeout space: don't rush; keep it informal; make sure they understand. Fac. has no authority.

CHECK-IN

CHECK-IN ROUND
Check-in round.
It is your chance to get present, to notice what has your attention and call it out.
Check-in one at a time. No discussion.
The round starts with ____, and continues with ____.

NO: discussion, question, reaction.

CHECKLIST REVIEW

OPEN
Let us now review our checklist items.

EXPLAIN CHECKLIST
Checklist review is there to provide visibility on whether recurring actions are getting done.
Any Circle Member can request checklist items added to the list for any (other) role, as long as they are already accountabilities of this role.
It is part of the duty of transparency of every Circle Member to report on the completion of recurring actions.

EXPLAIN PROCESS
When a checklist item for your role is addressed, simply respond with "check", meaning "completed for the previous period", or "no-check", for the opposite.
For anything else regarding a checklist item, add an agenda item.

CHECKLIST REVIEW
Go through the checklist, one item at a time:
- <role>: <checklist item> ; check or no-check?

NO: questions, discussion, reaction, request for action.

METRICS REVIEW

OPEN
Let us now review metrics.

EXPLAIN METRICS
Metrics review is there to surface quantitative data representing the health / success of the circle.
The Circle Lead Link assigns metrics to roles.
It is part of the duty of transparency of every Circle Member to track and report on metrics assigned to their role, yet if computing the metric is "extra work", it should be made an accountability of the role.

EXPLAIN PROCESS
When a metric of your role is addressed, report on the metric and highlight latest data.
Clarifying questions allowed. For anything else regarding a metric, add an agenda item.

Some of these Metrics might bring up a tension for you. I encourage you to write it down, and we'll address it later in this meeting.

METRICS REVIEW
Go through metrics, one at a time.
- <role>: <metric>, report and highlight latest data**.**

OK: clarifying questions.
NO: discussion, request for action, reaction.

PROJECT / PROGRESS UPDATES

OPEN
Let us now review progress on projects and accountabilities.

EXPLAIN PROJECTS
Projects represent outcomes a role is currently working toward, which require multiple steps to achieve. You'll notice that they're all stated in the past tense to reflect the outcome that the role-filler is trying to achieve.
It is part of the duty of transparency of every Circle Member to share any projects they are pursuing in their roles.

EXPLAIN PROCESS
When the Facilitator addresses one of your role's project, you may either share what's changed since last time you shared on it, or respond with "no update".
Clarifying questions allowed.

Some of the updates shared might bring up a tension/remark for you. I encourage you to write it down, and we'll address it later in this meeting.

PROJECT UPDATES
Go through the projects list (even "waiting for" or "complete" projects), one at a time.
- <role>: <project>, any update?
When project assigned to sub-circle, allow both Lead Link and RepLink to provide update:
- LeadLink / RepLink, any other update to share about this project?

OK: clarifying questions.
NO: discussion, reuqest for action, reaction, full project history.

ACCOUNTABILITY UPDATES
Allow progress updates for accountabilities if role filler desires so.
You are invited to share progress for an accountability of your role. Anyone?

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FRAME MEETING
for newcomers

We have surfaced data about the circle and are now done with the Preamble Steps.

The second part of the Tactical Meeting is about Triaging Issues.
It is designed to help "unblock" any issue, by figuring out one step forward that someone can take.
It allows each role to process their current tensions and make use of the other roles efficiently.
We start by building the agenda on the fly and then will attempt to process them all.

BUILD AGENDA

BUILD AGENDA

Let us now build the agenda.
An agenda item is anything that you'd like to process with your team members, a tension that you feel, a place where you're stuck, an opportunity for improvement, …
You may add your tensions to the agenda, import or type them in, or ask the Secretary to do so for you, by saying 1-2 words to represent your tension, as a placeholder to help you remember it.

When the group doesn't generate many items, invite:
- Did everything work perfectly last week? Any issue you want to address?

NO: discussion, question, reaction, objection.

PROCESS AGENDA

OPEN

Let us start processing the agenda.

EXPLAIN PROCESS

As we go through the items, one at a time, I'll ask the Item Owner "what do you need?" and give you some space. The others participate when requested by the Item Owner or the process.

Compute a per-item timebox to ensure time for each item:
In order to dedicate time for each items, I will start allocating ____ minutes per item.

Remember that you can add items to the agenda any time; ask for it in-between items please.

Even if your tension seems similar to one already present in the agenda, go ahead and add it because their agenda item will be focused on getting them what they need. You'll probably want an opportunity to deal with your tension about the issue.

As facilitator, bring in your own agenda items to make any coaching point you deem necessary.

For each item …

Triage tensions

OPEN

Let us start processing item ___, owned by ___.

TRIAGE

What do you need?

EXPLAIN PATHWAYS

There are five preferred requests you can make to process your tension …

Do you want someone to get something done?

NO: project forced assignation.

Clarify concepts:
- A next-action is a single physical, visible act that moves something forward.
- A project is any multi-step outcome with a definite endpoint.

Clarify target role:
- What role does it make sense to request that from?

If unknown, ask secretary to pull up governance to investigate.

Check that request fits purpose or accountabilities of target role (LeadLink may accept for role if absent):
- Would taking this action or project serve your role's purpose or accountabilities?

When target role recognizes it serves them yet refuses specific action/project:
- Do you see another action or project that would better serve the Item Owner tension?

WIELD EXPECTATIONS

When someone wields an implicit expectation / trying to set new expectation, clarify accountabilities:
- Is that something already expected from a role? Is a role already accountable for it?
- Let's check the accountabilities of that role …

When no role found accountable:
- You have no right to expect it. (Pause) Would you like the right to expect it from a role? Yes so it seems you want to adapt the circle governance. Let's capture a governance tension for you …

When you sense that an external role has sneaked in:
- In what role of this circle are you processing that tension?

When an action/project seems like something the Item Owner is likely to ask for, again:
- is that something you would like to request on a reguar basis? => *Governance tension*

Do you want input or data from the circle**?** What information do you need?

NO: discussion, request for action, reaction.

EMPOWER

When Item Owner seeks consensus / (group) decision / buy-in, invite to reflect:
- Whose decision is this?
- You don't need to resolve everyone's questions or tensions about this. What do YOU need?
- You have the full authority to take any action or make any decision in service of your roles, as long as it doesn't break an explicit rule or domain. So, what do you need to make your decision?

REFOCUS

When the discussion / sharing feels overdone, or group looses focus … invite to move on:
- Alright … so what do you need? what next actions are needed here?

Invite to address roles:
- Which role has the information you need?

Hold space for requesting information or help until agenda item owner is ready to move on.

When someone tries to inject their tension, invite:
- That sounds like a different tension coming from your role. We're focusing now on meeting the needs of this role only. Yyou may add an item to the agenda to represent your tension.

EQUIVALENCE IN FEEDBACK

When former power holder always feedbacks first, shuting down others, process in a round:
- Item Owner, may I propose to gather feedbacks in a short round?

STEPS		GUIDE participation	FRAME participation
PROCESS AGENDA (continued)			
Triage tensions (continued)			
		Do you want to share some input or data with the circle**?** *Invite to speak in role:* - In which role are you sharing this information? *Hold space for that until agenda item owner is ready to move on,* *Then followup:* - We heard you. Would you like to make space for questions and reactions?	NO: question, discussion, request for action, reaction.
	DEALING W COMPLAINTS	*When there's no clear request, just complaints, or you feel pressure on Item Owner:* *Offer the pathways, slowly, letting them feel into it.*	
	REORIENT COMMAND	*Former power holder (i.e. "manager") directs someone to do something:* - What role of ____ are you engaging here? - Are you making an official prioritization as Lead Link, or just sharing an opinion?	
		Is there something you would like to expect on an ongoing basis? - Expectations can only be decided in governance meeting, so would you like to bring this to a governance meeting? *Capture a Governance Tension for the requestor.* *Then followup:* - Until the next governance meeting, is there anything operational that needs to be done?	
		Would you like to process that tension in another way? - The 5 pathways are the preferred ways, yet anything operational is allowed to happen here.	
	GUIDE INTERACTIONS	*When the Item Owner does not state their intent yet start with one pathway, give clarity on pathway:* - You've started ____, great! go ahead.	
	TIMEBOX	*When the Item approaches its share of time, timebox:* - Item Owner, we will dedicate 1 more min to this item ... so what do you need?	
	TALK IN ROLES	*When people are addressed / engaged rather than roles:* - What role of ____ are you engaging here?	
	DEALING W VICTIMS & SAVIORS	*When Item Owner plays victim and others act as saviors, put Item Owner back in control:* - So ... what do you need?	
	DEALING W WORK DISPATCHING	*When "Who can / is willing to do this?" arises, refocus:* - From which role may you expect that?	
	DEALING W TOO MUCH DILIGENCE	*When senior starts coaching/judging newbies throughout the process:* - May I invite you to discuss any process issue with the Facilitator directly?	
	CLOSE / LOOP	**Did you get what you need?** *If no:* - What do you need? and in what role? - Would you like to ... *If yes:* - Secretary, check off the item. We now move to the next item ...	
CLOSING ROUND	CUT	*When in the middle of processing an item:* - Meeting time is up! I have to halt the processing of this item and of any other remaining item in the agenda.	
	REDIRECT	You may bring partially or un-processed items to our next Tactical Meeting, or process them out of meeting. Anything that can happen in a tactical can also happen out of meeting.	
	ROUND	**Let us now step out of this meeting by sharing a last reflection on it.** **We start with ___ and will continue with ___.**	NO discussion, question, or reactions.
	CLOSE	This Tactical Meeting of the ____ Circle is now over. Outcomes will be shared to all Circle Members by ___ . Thank you for your participation today.	

Sources

Holacracy Constitution, v4.1

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Trainings, ...